



County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA
Chief Executive Officer

April 6, 2009

Board of Supervisors
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First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

To: Supervisor Don Knabe, Chairman
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Michael D. Antonovich

From: William T Fujioka
Chief Executive Officer

A handwritten signature in black ink, appearing to read "W. T. Fujioka", is written over the printed name and title.

PALMS PROJECT QUARTERLY STATUS

As requested by your Board, this is the first quarterly status report for the Permit and Land Management Solutions (PALMS) Feasibility and Requirements Report (FRS) Project.

The purpose of the PALMS project is to identify, analyze and recommend improvements to business processes and supporting technology that will increase the effectiveness and efficiency of the County's permitting and land management functions. A multi-departmental Executive Steering Body and Project Team, chaired by the Deputy CEO for Community & Municipal Services, was formed to direct the project. The primary participating departments are:

- Assessor
- Chief Information Office
- Fire
- Parks and Recreation
- Public Health
- Public Works
- Regional Planning
- Other departments that will be involved in the project include the Registrar Recorder/County Clerk and Treasurer/Tax Collector

On January 6, 2009, your Board approved an Agreement with Woolpert, Inc. to assist the County in performing this project. Woolpert is an independent consulting and engineering firm with expertise in municipal permitting and land management processes and technology solutions. Woolpert was selected through a competitive procurement process. The formal project kickoff meeting was conducted on March 2, 2009.

"To Enrich Lives Through Effective And Caring Service"

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To date, Woolpert has interviewed close to 100 County personnel in over 25 meetings and reviewed approximately 1,000 background documents. The project is on schedule, on budget and within the anticipated scope. It is scheduled to be completed by the end of March 2010. Additional project details are provided in the attached PALMS Quarterly Status Report.

While the project has just reached the one-month mark of a planned 13-month schedule, Woolpert has already delivered the initial draft of the first important deliverable, the Business Value Report. This deliverable will be reviewed by the Project Team and Executive Steering Body and approved in a structured process. At this time, the review process has just begun. However, it appears that Woolpert has already identified a number of significant issues and associated opportunities for substantially improving the County's permitting and land management business processes and information systems.

We will continue to update your Board with the PALMS status on a quarterly basis through project completion. If you have any questions or comments, please contact me or your staff may contact Deputy Chief Executive Officer Lari Sheehan at 213-893-2477 or lsheehan@ceo.lacounty.gov.

WTF:SRH
LS:ib

Attachment

PALMS Quarterly Status Report
April 2, 2009

The following is a high level quarterly status update regarding the Permitting and Land Management Solution (PALMS) project for the first quarter (January – March) of 2009:

Project Summary

Following Board approval of the agreement with Woolpert, Inc. on January 6, 2009, the project formally kicked off on March 2, 2009. To date Woolpert has interviewed close to 100 County personnel in over 25 meetings and reviewed approximately 1,000 background documents. The project is on schedule, on budget and within the anticipated project scope. County and Woolpert participants have expressed their satisfaction with the progress of the project. There are no issues that have been identified. Project completion is scheduled by the end of March 2010. Project status is Green.

Actions for January-March 2009

- The Board of Supervisors approved the agreement with Woolpert, Inc. on January 6, 2009 to perform the PALMS Feasibility and Requirements Study (FRS).
- The signed agreement was received by Woolpert on January 20, 2009.
- Woolpert's designated Project Manager since the time of their October 2007 proposal announced in mid-January 2009 that he would be leaving Woolpert at the end of February 2009 due to personal reasons not related to work performance.
- Woolpert hired an experienced local Project Manager in order to most effectively manage the size, complexity and importance of the PALMS FRS project.
- As a result of these personnel changes among the project leadership, Woolpert asked that the scheduled project kickoff be targeted for the beginning of March 2009. The purpose was to ensure that the new Project Manager had sufficient time to prepare for the effective start and ongoing management of the PALMS project. This represented a one-month delay from the initial kickoff scheduled for the beginning of February 2009.
- The PALMS Executive and Project Team members reviewed this information. Following discussions with Woolpert senior management and review of the updated project team resumes, the revised March 2009 kickoff date was approved.
- The Project Kickoff was held on March 2, 2009 with the PALMS Executive and Project Team members.

- Woolpert conducted initial meetings with the six primary participating departments: Public Works, Regional Planning, Assessor, Fire, Parks and Recreation and Public Health (Environmental Health Division). Meetings were also held with the offices of the CEO and the CIO.
- Woolpert established the project website. All project documents are located on the project website. Project communications are routed through and recorded on the website. All directly involved project participants were invited to register. Other County stakeholders may access the site after being granted a user name and password by Woolpert. The web address is <https://woolpert.centraldesktop.com/login>.
- The first on-site Monthly Project Status Meeting with the PALMS Executive and Project Team members was conducted on March 12.
- Weekly project status calls with Woolpert and the PALMS Project Team were initiated starting March 17.
- Woolpert conducted 2 weeks of follow-up interviews with department subject matter experts and information technology personnel (SMEs/IT). Close to 100 County personnel were interviewed.
- Woolpert received and reviewed approximately 1,000 background documents provided by County project participants.
- Deliverable documents that have been submitted by Woolpert to the County include:
 - Project Control Document
 - Kickoff Meeting Agenda and Minutes
 - Project Sponsor Interview Questionnaire and Interview Notes
 - Weekly Project Status Reports
 - Document Management Processes Guide
 - SME/IT Interview Questionnaire and Interview Notes
 - Business Value Report – Pre Draft

Next Steps April – June 2009

- Finalize Task 2, Business Value Report.
- Begin Task 3, Document Business Processes and Requirements and make substantial progress. This task is scheduled to be completed in September 2009.
- Continue to conduct weekly project status calls
- Continue to conduct on-site Monthly Project Status Meetings.